





The Influence of Inclusive Leadership Style, Work Environment, and Workload on Employee Mental Health at PT. IGP International Klaten

Harjuno Cahyo Utomo¹ , Eko Yulianto² 

^{1,2} Sarjanawiyata Tamansiswa University, Yogyakarta, Indonesia
¹*harjunocahyo6@gmail.com, ²eko.yulianto@ustjogja.ac.id

* Corresponding Author

Abstract. This study aims to analyze the influence of inclusive leadership, work environment, and workload on employee mental health at PT IGP Internasional Klaten. The focus of the study is directed at understanding how inclusive leadership style, work environment quality, and workload affect employee mental health. This research approach uses a quantitative method by distributing linked questionnaires to employees with measurable instruments, so that the relationship between variables can be analyzed objectively and systematically. After being calculated using the Slovin formula with a total of 1,600 employees, this study required 95 respondents. The results show that inclusive leadership has a significant positive effect on employee mental health, so that leadership practices that are open, supportive, and respectful of diversity can increase feelings of security and comfort at work. The work environment is also proven to have a significant influence, indicating that safe, comfortable, and supportive working conditions play an important role in reducing stress and improving mental well-being. Meanwhile, workload has a negative effect on mental health, indicating that excessive workload can increase the risk of stress, mental fatigue, and decreased psychological stability. Simultaneously, these three variables have a significant influence on employee mental health. The originality of this research lies in the focus of the study on these variables in the context of manufacturing companies, which is still rarely studied. Theoretically, this study strengthens the Job Demands-Resources (JD-R) theory, that inclusive leadership and the work environment function as job resources, while workload as a job demand that affects mental health. Practically, the research findings provide recommendations for companies to strengthen inclusive leadership practices, create a supportive work environment, and manage workload proportionally to maintain mental well-being and increase employee productivity. The plan for the continuation of this research is replication in other factories within the SANSICO group or manufacturing industries in different regions to test the level of mental health of their employees. The expectations of this research are to increase employee mental well-being, reduce turnover, improve stability and company image.

Keywords: Inclusive Leadership, Work Environment, Workload, Employee Mental Health.

1 Introduction

Mental health refers to a state of overall wellness with regard to the emotional, psychological, and social aspects of human life. Worker mental health is a major factor determining the success of an organization's vision and mission. Mental health is considered a human condition in which a person is well in emotional and psychological aspects, as well as in social relations. Worker mental health is a very important factor that has to be carefully controlled in an organization or company. Health in this sense includes physical, psychological, social, and moral-religious aspects, which would motivate people to live according to religious and cultural norms in their personal, family, and work lives. The mental health of employees that is stable brings about well-being in the workplace. Good mental states empower workers to achieve more in their jobs and do more good in their communities [1] [2].

The role of top management in the creation of over-the-top employee mental health is very important. One of the ways to do this is through the practice of inclusive leadership that would enable a workplace to become supportive and positive. Inclusiveness in leadership indicates that different members of the team, coming from various backgrounds and regardless of their status and differences (like gender, age, culture, religion, disability, or opinions), are all encouraged to participate actively in determining the situation of the team. Inclusionary leaders build a work environment that is open and fair, where everybody feels appreciated and has the opportunity to add value. Acceptance, belonging, and inclusivity are the cornerstones of inclusive leadership. T1 This declaration points out the uniqueness and the degree of competence for a worker to get a [3]. Inclusive leadership has skills based on relationships and support between leaders and subordinates [4]. With inclusive leadership, organizations can provide rewards and opportunities to employees. Inclusive leadership can provide benefits in certain conditions to maintain team performance and employee diplomacy

Employees [5]. Inclusive leadership is a very important factor not only to support and give directions, but also to create a good atmosphere at work that is safe for all employees. To make the Tri Krama Adhyaksa values of the Prosecutor's Office of ASN not just a slogan but to be truly practiced in the daily work of the prosecutors, effective and inclusive leadership will be required. In line with this, the work environment is an important element that determines the effectiveness of inclusive leadership and improves employee mental health because a healthy work environment not only benefits individual well-being but also the success and sustainability of the company. The work environment is defined as "the environment in which employees perform their daily functions and the work." In addition, the author claims that workers have psychological needs that must be satisfied if they are to perform at their best. Taking the above arguments into consideration, it can be derived that workers are shaped by both the physical and the mental work surroundings. The physical work environment includes the factors that influence the workers' physical state, whereas the psychological work environment includes the factors that influence the workers' mental state. Moreover, another aspect that is no less important in fostering a positive work atmosphere and taking care of employees' mental health is the workload. Workload is the amount of tasks, responsibilities, or work that must be completed by a person within a certain period of time, in accordance with their abilities, skills, and resources. An excessive workload can cause tension in a person, leading to stress. This can be caused by overly high skill requirements, excessive work speed, excessive work volume, and so on. One of the main factors affecting mental health disorders among employees in the workplace is workload. An imbalance in workload can cause stress and other mental disorders. [2]. Workload is defined as a set of activities that must be completed by an organizational unit within a specified time. [6]. Difficult and high-risk workloads that include significant tasks or challenges can cause workers to become more anxious. When employees are forced to complete tasks within very tight deadlines or when they are given an amount of work that is not commensurate with their abilities, it can cause stress due to excessive workload. Stress in the workplace can increase if the workload exceeds a person's abilities [7]. Mental health is a state of well-being in which every individual realizes their potential, can cope with the normal pressures of life, and can work.

Productively and well, and able to contribute to their community [8]. PT. IGP International is a manufacturing company that produces paper bags, tissue paper, paper packaging and boxes, and doll clothes (Barbie) for export. PT. IGP International is part of the SANSICO GROUP. Currently, PT. IGP International has four factories located in Bantul, Sleman, Klaten, and Piyungan. PT. IGP Internasional Klaten was established in 2015 and is located at Jl. Garuda TegalSari, Area Sawah, Kemudo, Kec. Prambanan, Kabupaten Klaten, Jawa Tengah 57454. The purpose of conducting research at PT. IGP Internasional Klaten is that the author wants to examine how the leadership style, work environment and workload at PT. IGP Internasional Klaten. PT. IGP Internasional Klaten faces challenges in creating a completely comfortable work environment, especially in the aspect of employee relations. This is due to the company's policy of quite frequent employee turnover, where old employees are replaced by new employees. This fairly intense turnover can affect team stability, reduce mutual trust, and create discomfort in daily work interactions. Then the workload, the workload at PT. IGP Internasional Klaten is also one of the factors that affect employee mental health, with the division of 3 shifts it can be an influence for new employees because they are not used to working hours divided into 3 shifts and must be ready to face it.

2 Literature Review

2.1 Job Demands-Resources (JD-R) Theory

The Job Demands–Resources (JD-R) theory is a work model that states that work conditions are influenced by two main components: job demands and job resources. Job demands are physical, psychological, cognitive, or emotional demands that can potentially cause stress and mental health problems if they are too high. Conversely, job resources are resources available in the workplace that can reduce job demands, support goal achievement, and improve employee motivation and mental health. The JD-R model emphasizes that the balance between job demands and job resources determines the level of burnout, mental health, and engagement at work.

2.2 Employee Mental Health

According to the WHO, mental health is a state of well-being that enables individuals to cope with life's stresses, realize their abilities, learn and work effectively, and contribute to their communities. The World Health Organization also states that mental health is a fundamental human right.

That is fundamental and crucial for personal, Societal and socio-economic development. According to [9], mental health does not only refer to the absence of mental disorders or illnesses, but also to a holistic state of well-being in terms of a person's psychological and emotional aspects. This concept includes a deep understanding of oneself, the ability to manage emotions, healthy relationships with others, and the ability to overcome challenges and stress in daily life. Work stress is an excessive burden placed on employees by companies, causing them to feel stressed and potentially decreasing their performance, while job satisfaction is a major factor in improving employee performance. Employee mental health is important to maintain in organizations or companies. Mental health includes physical, psychological, social, and moral-religious aspects, which will motivate employees to be of good character in accordance with religious and cultural norms in their personal, family, and work lives. The stable mental health of employees will create well-being in the work environment.

According to [10], Mental health disorders in the workplace are a common problem faced by workers in various fields. A stressful work environment, high work pressure, interpersonal conflicts, lack of support from colleagues or management, and an imbalance between work and personal life are some of the factors that can contribute to mental health disorders in the workplace. Depression, anxiety, and emotional exhaustion are some examples of mental health disorders that often occur in the workplace. Workers may feel trapped in a cycle of pressure and unable to cope with ever-increasing job demands. In addition, feelings of being unappreciated or ignored by superiors or coworkers can also damage a person's mental health in the workplace. The application of the Occupational Safety and Health standards is one of the most important factors that lead to the establishment of a secure and healthy atmosphere for the employees. Furthermore, this matter not only affects the physical health of the workers but also their efficiency, the organization's product quality, and the organization's good name.

2.3 Inclusive Leadership

Inclusive leadership is the behavior or ability of a leader to influence the abilities and uniqueness of employees to contribute more. This statement is in line with [3]. In addition, there is a statement that inclusive leadership can provide benefits in certain conditions to maintain team performance and employee diplomacy [1]. Therefore, inclusive leadership can have a positive effect on employee psychology.

When applied properly. According to [4], the skills possessed by inclusive leadership are based on the relationship and support between leaders and subordinates, because leaders directly act as agents of the organization who allocate rewards and opportunities to subordinates, and leaders directly influence employees' performance. Inclusive leadership helps create employee participation and engagement, which can lead to higher performance.

Inclusive leadership can provide benefits in certain conditions to maintain group performance and employee diplomacy [4] [1]. This statement focuses on the uniqueness and ability of an employee to realize a sense of belonging and the skills that a person has in a contribution [11]. Inclusive leadership has skills based on relationships and support between leaders and subordinates. This leadership focuses on accepting members as they are, allowing them to contribute their unique abilities and perspectives, and creating a sense of belonging and a feeling of individual ability to contribute.

2.4 Work Environment

The work environment is a place where employees carry out their daily routines and all things, both tangible and intangible, that affect them in carrying out their duties and responsibilities. Basically, schools need to pay attention to the work environment in their schools, because a good work environment will motivate employees to do their jobs better, thereby improving employee performance at school. Conversely, a poor school environment will hinder employees in their work and activities. According to [12], a non-physical work environment is very supportive in providing employee comfort, and is one of the important factors in increasing employee work effectiveness. This is because the non-physical work environment can affect the physiology and psychology of employees at work, according to [13]. At Deloitte, the imbalance between work demands and the lack of environmental support is considered to increase the risk of stress, anxiety, and fatigue. 46% of Gen Z workers experience frustration due to heavy workloads.

2.5 Workload

According to [8], workload is something that feels burdensome, items or things that are carried, which are difficult to do as a responsibility. Workload can be physical or psychological. Physical workload can be in the form of heavy work, such as lifting,

pushing, while psychological workload can be in the form of the extent of a person's level of expertise compared to others. Workload that is considered burdensome for employees and causes continuous fatigue will increase the likelihood of employees leaving the company. According to [7], one of the main factors affecting mental health disorders among employees in the workplace is workload. An imbalance in workload can cause stress and other mental disorders. As per [6], the workload refers to the approach to calculate the total number of hours human resources spent on, based on the completion of a particular task during a specific time limit. When an employee is handed over multiple large assignments by a manager at one go while that person's normal workload is also increased, then that employee could be said to have experienced a heavy workload. Based on the above experts' explanations, it can be concluded that the term "workload" in this study refers to a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time.

3. Methodology

The method used in this study is a quantitative approach method. The quantitative approach refers to a data collection method based on numbers or statistics. This approach emphasizes data collection that is not influenced by the researcher and all variables used can be measured concretely. This study relies on scientific methods to explain the relationship between variables and is objective and systematic. This study uses a probability sampling technique with a population of 1600 employees and a sample of 95 respondents. As stated by [14], quantitative research is defined as a method that relies on statistical data to understand the relationship between variables on a large scale. The result of this approach is a conceptual framework that can be empirically tested in future research. This framework aims to answer several key questions: 1. Does an inclusive leadership style have a positive effect on employee mental health? 2: Does the work environment have a positive effect on employee mental health? 3: Does workload have a positive effect on employee mental health? 4: Do inclusive leadership style, work environment, and workload have a simultaneous effect on employee mental health?

4. Results & Discussion

4.1 The Influence of Inclusive Leadership Style on Employee Mental Health

According to [3]. The results of the first hypothesis state that the variable of inclusive leadership has a positive and significant relationship with the variable of employee mental health. According to [1]. The results of the first hypothesis state that the variable of inclusive leadership has a positive and significant relationship with the variable of mental employee health. According to

[4]. Inclusive leadership was originally created by Nembhard and Edmondson, who defined inclusive leaders as having three basic characteristics: openness, accessibility, and availability. This leadership focuses on accepting members as they are, allowing them to contribute their unique abilities and perspectives, and creating a sense of belonging and a feeling of individual ability to contribute.

4.2 The Influence of the Work Environment on Employee Mental Health

According to [12], a non-physical work environment is very supportive in providing comfort to employees, and is one of the important factors in improving employee work effectiveness. This is because the non-physical work environment can affect the physiology and psychology of employees at work. According to [15], research results prove that the work environment has a significant effect on employees' mental health. Thus, the company's work environment will have a significant impact on improving employees' mental health. Work environment variables directly and significantly affect employees' mental health variables.

4.3 The Impact of Workload on Employee Mental Health

According to [15], high workloads on healthcare workers can cause stress, which ultimately affects their mental health, so that workloads have a negative and insignificant effect on employee mental health. According to [8][16], the perception of the workload as a threat that is beyond the capacity to cope with is the reason for the occurrence of stress. In the specific case, the always-stressed and poorly-supported doctors usually perceive their situation as a loss, and this, at times, leads to their being clinically treated for psychological disorders like anxiety and depression. Hence, it can be deduced that the workload has a negative but hardly perceivable influence on the workers' morale.

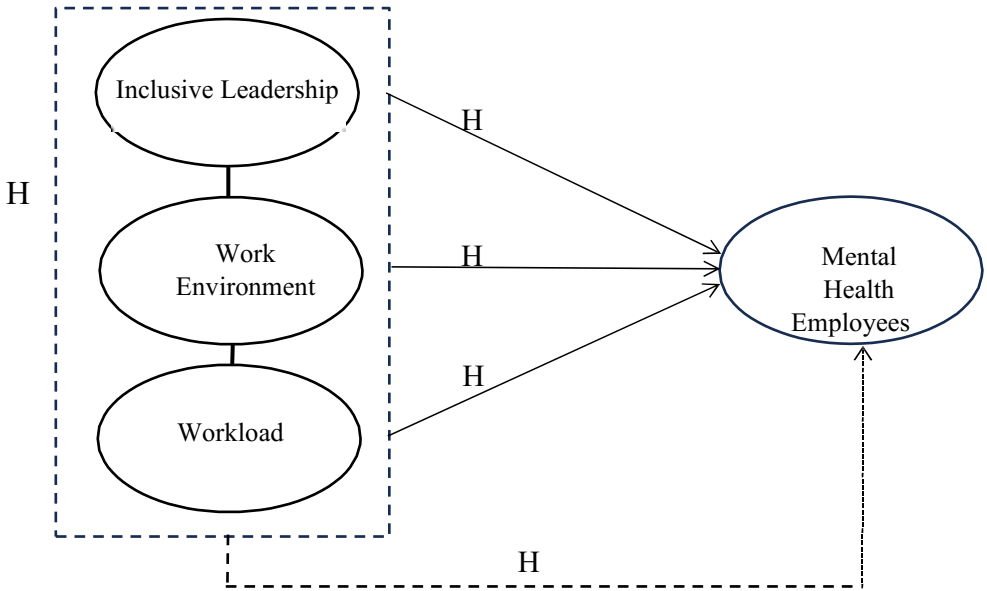


Fig. 1. Conceptual framework

The research framework describes the relationship between several variables, namely inclusive leadership, work environment, workload, and employee mental health. It is stated that the variable of inclusive leadership has a positive and significant relationship with the variable of employee mental health. Inclusive leadership can provide benefits in certain conditions to maintain team performance and employee diplomacy. The work environment has a significant effect on employee mental health. Thus, a good work environment will have a significant impact on improving employee mental health. The work environment variable has a direct and significant effect on employee mental health. Excessive physical workload can negatively affect the mental health of healthcare professionals in a severe way, especially that of stress and mental exhaustion. When an individual is put under heavy physical strain, like moving patients, working long hours standing or doing the same thing over and over again, tiredness will take a toll on the overall person, not just the body.

This physical discomfort, if left unaddressed, often triggers chronic stress that can develop into anxiety or even depression.

5 Conclusion

Based on the results of research on the influence of inclusive leadership, work environment, and workload on the mental health of employees at PT IGP Internasional Klaten, it can be concluded that: Inclusive leadership has a positive influence on employee mental health. This means that the higher the level of inclusive attitudes demonstrated by leaders, such as openness, empowerment, support, and acceptance of diversity, the better the mental health of employees. Inclusive leaders create a sense of psychological security and increase comfort at work. The work environment has a significant effect on employee mental health. A safe, comfortable, and supportive workplace along with a conducive environment help to lessen tension and enhance mental health. The factors that affect the emotional stability of employees most are among others the relationships they have with their colleagues, the work facilities available, and the general atmosphere in the organization. Mental health of the employees is negatively affected by the workload. Heavy work, unrealistic expectations, and vast job demands are some of the main causes of stress, mental exhaustion (burnout), and a drop in psychological well-being. The relationship between workload and mental health problems is direct; the heavier the workload, the greater the risk of the disorder. On the other hand, inclusive leadership, work environment, and workload do interact and the impact is quite significant on employee mental health. These three factors contribute to the psychological state of employees in PT IGP Internasional Klaten. Workers in the company poor mental health due to a heavy workload, however, very inclusive leaders and a positive work environment can remedy and support such situations.

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